

# **District of Columbia Homeland Security Strategic Plan**

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**For a Safe and Secure District of Columbia**

**2005 Update**



## A Safe and Secure District of Columbia

### 2005 District of Columbia Homeland Security Strategic Plan

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#### **Introduction:**

The District of Columbia Homeland Security Strategy unifies the efforts of District organizations for a comprehensive and effective approach to homeland security and provides the context for which management, policy, and funding decisions relevant to homeland security can be made. The Strategic Plan applies to all District of Columbia government departments as well as independent organizations that are partners in the District's preparedness efforts. These efforts take an all-hazards approach to disaster preparedness, which means they prepare us for any public emergency situation.

#### **Purpose:**

The District of Columbia Strategic Plan provides a framework for all stakeholders in the District of Columbia to guide homeland security efforts. It provides the means for stakeholders to articulate, monitor, and evaluate efforts to prevent, protect against, respond to, and recover from all hazards that might impact the District.

Ultimately, the purpose of the Strategic Plan is to serve as the working document that guides us towards our vision. Success in this endeavor will be evident when we have achieved the plan's goals and objectives.



## Focus

**In order to implement our Homeland Security Vision, we focus on four critical mission areas: Prevention, Protection, Response, and Recovery.**

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### **Prevention:**

The first focus area is to prevent, to the maximum extent possible, all types of hazards from affecting the District. We will accomplish this goal through a thorough assessment of the risks faced by the District of Columbia, the sharing of information with all stakeholders, and the development of collaborative processes between Federal, state and local governments to enhance intelligence and surveillance capabilities.

### **Protection:**

The second focus area is to protect the community, people, assets, and infrastructure from all hazards that might strike the District. Robust, open communication between the emergency responder community and the governmental and non-governmental entities that own or operate the City's critical infrastructure is critical. Protecting the community, its people, assets, and critical infrastructure requires the identification of hazards, the development of mitigation processes, institution of best practices, and an organizational structure to implement protective measures.

### **Response:**

The third focus area is response. We will focus on providing the training and equipment needed to develop our capabilities to respond to all hazards. To better respond to an emergency, the District of Columbia incorporates the National Incident Management System into our response plans. Additionally, the District will continue to manage and execute a comprehensive training and exercise program to continually test the capability of District emergency responders. Finally, communication will remain paramount in terms of preparing our community to respond to any disaster.

### **Recovery:**

The fourth focus area is recovery. Despite our best efforts to prevent and protect against a disaster, we will not be able to eliminate all threats. Therefore, the District of Columbia must be prepared to restore government operations and community life to a state of normalcy as soon as possible after an event. Through this plan, processes to provide shelter, food, medicine, utilities, and public health will be planned and coordinated before the event to ensure that a quick and successful recovery is executed.



## Coordination and Effort

### Coordination:

The Mayor's Emergency Preparedness Council (EPC) is the primary means we use to coordinate actions in our homeland security focus areas. The EPC brings together key leaders from within and outside the government to develop and implement our preparedness plans. It was through this group – expanded to include key legislative, private sector, and community leaders – that this strategic plan was developed. Representatives of all key stakeholder groups worked together to develop a comprehensive, specific, and achievable plan that we all will hold ourselves accountable for executing. The process included interactive work sessions and off-line participatory content development, with ultimate approval by the Mayor of the District of Columbia.

### Effort:

The EPC monitors, evaluates and implements our preparedness actions, including those actions funded by the Federal Homeland Security Grant Program. The EPC meets bimonthly and is made up of representatives from all DC Emergency Management Agency District Response Plan primary and support agencies as well as regional organizations such as the Hospital Association, the Water and Sewer Authority, the Metropolitan Washington Area Transit Authority, and the American Red Cross.

The EPC is chaired by the Deputy Mayor for Public Safety and Justice and staffed by the DC Emergency Management Agency. Specifically the EPC is charged to:

1. Continually re-examine the overall state of emergency and disaster readiness in the District of Columbia;
2. Provide a consistent network of District agency expertise to make the District of Columbia government a national leader in comprehensive emergency management; and
3. Make recommendations on improving District planning for, response to, and recovery from emergency and disaster events as well as emerging threats.

The EPC will bear the primary responsibility for monitoring, completing, and communicating the implementation of this plan. The EPC will track each action that underlies the plan's goals and objectives to drive the plan towards achievement of our Homeland Security Vision.



## Regionalization and Mutual Aid

We recognize that actions taken by District agencies in large emergency operations impact directly on our regional partners. The strategy is intended to address the functional interfaces with jurisdictions outside of District boundaries especially in the areas of communications, public information, transportation, public safety, health, schools, and utilities.

The District is a National Capital Region (NCR) Homeland Security Partner working towards regional safety and security. The NCR partnership mission is to build and sustain an integrated effort to prepare for, prevent, protect against, respond to, and recover from “all-hazards” threats or events. There are seven guiding principles of the regional effort:

1. Strengthen regional coordination among all partners to gain synergy while sustaining jurisdictional authority and enhancing capabilities.
2. Implement homeland security policies and programs while maintaining our constitutionally based society, particularly the civil rights and civil liberties of the NCR’s diverse population, including persons with disabilities.
3. Prepare for “all-hazards”, including man-made and naturally occurring emergencies and disasters.

4. Advance the safety and security of the NCR in ways that are enduring, relevant, and sustainable.
5. Foster a culture of collaboration, respect, communication innovation, and mutual aid among all homeland security partners across the NCR.
6. Adopt best-practice, performance-based approaches to staffing, planning, equipping, training, and exercising for all homeland security partners.
7. Strive for an optimal balance of preparedness capabilities across the NCR that recognizes differing risks and circumstances, and leverages mutual aid agreements.

We are actively engaged with our regional partners. For this reason, our strategy is influenced by the actions of our neighbors. While our goals will not change, we will ensure that the exercises we conduct, the training we support, and the equipment we use are flexible enough to ensure we can communicate, coordinate, and remain interoperable with our neighbors.

We have many mutual aid agreements in place with neighboring jurisdictions, as catalogued in the District Response Plan.



## Strategic Goal 1

**Prevent, eliminate and/or reduce risks faced by the District.**

### Objectives:

- a. Develop and maintain a framework for all hazards risk identification, assessment, and reduction.
- b. Continually educate, inform and prepare those who live, work, and visit the District of Columbia on the measures needed to enhance community and personal safety and security.
- c. Enhance prevention by developing methods of interoperable communication.
- d. Apply and promote innovative technologies and materials to reduce risk and enhance safety.
- e. Gather, analyze, synthesize, and formulate intelligence into useable information for sharing and dissemination.
- f. Promote national policy to preclude the transport of hazardous materials through high threat cities.



## Strategic Goal 2

**Protect the community, people, assets, and critical infrastructure in the District.**

### Objectives:

- a. Use and sustain common, multi-disciplinary, best practice standards for assessment and mitigation planning to identify and prioritize protection needs.
- b. Identify and prioritize assets and critical infrastructure that need protection.
- c. Implement the results of assessments and lessons learned to provide effective protective measures to the extent practical.
- d. Provide information, training and resources to people who work, live or visit the District, including special needs populations, to help them protect themselves and their families.
- e. Strengthen plans and capabilities to detect the presence of CBRNE materials within the District.
- f. Enhance public notification effectiveness and capabilities.



### Strategic Goal 3

**Enhance the District's all-hazards planning, education, and response capabilities.**

#### Objectives:

- a. Engage government employees and community members in comprehensive response support training and exercises.
- b. Strengthen plans and capabilities within the District to relocate and/or evacuate threatened and special populations.
- c. Continuously evaluate the needs, capabilities, and resources of District response teams for purposes of enhancement and integration into regional response plans.
- d. Ensure emergency responders have the requisite equipment and training necessary to respond to a CBRNE event.
- e. Enhance a comprehensive, integrated public health emergency preparedness, response, recovery, and mitigation program.
- f. Ensure continuous compliance with the National Incident Management System (NIMS) and conformance to and interface with the National Response Plan (NRP).



### Strategic Goal 4

**Enhance the District's capabilities to restore and stabilize government operations and community life.**

#### Objectives:

- a. Update recovery plans and procedures.
- b. Develop capability for the provision of shelter (including animals), mass care, and public and mental health.
- c. Develop capability to ensure the health and safety of recovery personnel.
- d. Update plans to ensure the continuity of government.
- e. Identify potential economic impacts and develop plans for recovery of the economy.



## Evaluation Plan

This strategy is designed so that achievement of objectives under each goal leads to the achievement of the goal. Goal objectives, in turn, are defined by the implementation steps necessary for their completion. Each objective is assigned to an agency or organization, the director of which will bear primary responsibility for its completion. Each implementation step has a specific timeline and measurable performance outcome that provides a mechanism for accountability.

The Emergency Preparedness Council (EPC) will track the completion of implementation steps on a bi-monthly basis, at a minimum. Through this process, the EPC will be charged with ensuring progress towards completion of the plan on an ongoing basis. Evaluation of the plan's outcomes by the EPC will also provide the means for measuring the plan's effectiveness.

Additionally, the EPC will review changes to National Homeland Security policy (e.g., amendments to rules and regulations, legislative changes, etc) through briefings from District, regional, and Federal stakeholders.

We will evaluate our progress by reporting on observed performance in exercises and actual events in after-action reports. This program provides District agencies and their partners with an opportunity to test plans, use equipment, and validate training. Exercises take place through a range of discussion- and operations-based exercises and in a number of settings. Plans and procedures are exercised through tabletop exercises. Emergency responder use of new equipment and procedures is tested during functional exercises. Multi-discipline full-scale exercises provide us with an opportunity to put it all together and validate our progress.